

UNCLASSIFIED For Release 2003/04/22 : CIA-RDP80B01676R001600070007-3

**SECRET***Memorandum*

Executive Registry

64-2184

TO : DD/I  
DD/S&T

DATE: 26 March 1964

FROM : Executive Director

SUBJECT: Collection Guidance Staff (CGS)

I regret the delay in redrafting my paper on CGS, but believe you can understand that this week has been rather busy. Attached is a redraft which I believe should provide us with a good point of departure for a summit meeting. I do not maintain that all of my language is precise or technically correct, but I do believe that it reflects what we want in CGS and what is presently acceptable and workable. I now suggest that the three of us sit down for whatever length may be required to arrive at mutually acceptable language and I am prepared to devote to this endeavor whatever number of hours may be necessary. I want both of you to know that I feel very strongly that we must arrive at language which is clearly understood on both sides and which will provide a basis for moving ahead. I am prepared to meet whenever the two of you are ready.

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Lyman B. Kirkpatrick

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*att'd to  
ER 64-2184*

12 March 1964

**MEMORANDUM FOR:** Deputy Director/Intelligence  
Deputy Director/Science & Technology

**SUBJECT** : Collection Guidance Staff (CGS)

**REFERENCES** : A. Memorandum from Executive Director to DD/I and DD/S&T dated 28 Jan 64; Same Subject.

B. Memorandum from CIA SIGINT Officer to DD/I dated 19 Feb 64; Subject--Transfer of SPINT Staff to DD/S&T.

C. Memorandum from DD/I to DDCI dated 28 Feb 64; Subject--Rationale for a Central Collection Guidance Function.

D. Memorandum from CIA SIGINT Officer to DDCI dated 5 Mar 64; Subject--Special Intelligence Staff (SPINT).

E. Memorandum from DD/S&T to DDCI dated 7 Mar 64; Subject--Comments on the DD/I Collection Guidance Staff and Reference A.

F. Memorandum from DD/I to DDCI dated 8 Mar 64; Subject--Preservation of Centralized Collection Guidance.

G. Memorandum from D/Security to DDCI dated 10 Mar 64; Subject--Special Intelligence Staff (SPINT).

1. In the basic memorandum to the DD/I and DD/S&T of 28 January I advised that I had reviewed in considerable detail the organization and activities of the Collection Guidance Staff. I stated, "While my views are

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still in a preliminary stage as to ultimate size and operations of the Collection Guidance Staff, there are certain views that I believe should be made known at this time. . . . " I then went on to enunciate certain principles, namely that the objective of CGS to provide an organization to meld both U.S. operations and U.S. intelligence information is sound, that CGS should be the parent organization for representation in NMCC or State operations, that it should have close relationships with other watch or alert mechanisms, that it should remain in the DD/I and perform a service of common concern, and that it should be "the basic staff for the levying of requirements on collectors for the substantive intelligence units of the Agency. " In the concluding sentence I requested that the addressees establish a working group to prepare the necessary implementing procedures and I established a due date of 1 March.

2. Shortly after signing the above memorandum, I left on a field trip of some three and one-half weeks' duration. Upon return I was advised by the DDCI that the referenced memorandum had not been implemented in any manner and that there appeared to be considerable misunderstanding as to what was intended. I have recently concluded lengthy discussions with all of the principal officers concerned and regret to say that I find no basic differences on any of the principles enunciated in the memorandum except for varying interpretations of the phrase, "levying of requirements. " I would be less than frank if I did not acknowledge

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the fact that the document prepared by the Collection Guidance Staff, entitled "CGS Services for DD/S&T" and dated 31 December 1963, had only served to complicate the issue and create both confusion and suspicion rather than assisting in any rational discussion of what CGS can and should do for DD/S&T. Acknowledging that the Collection Guidance Staff "shopping list" had been prepared about a month before my memorandum of 28 January, it still ignores a sound basic principle of management which I certainly implied in my memorandum, and I know that I enunciated orally in my 25 January meeting with CGS that they should proceed slowly and cautiously. On the other hand, I do feel that the DD/S&T perhaps may have been viewing the Collection Guidance Staff efforts with unnecessary suspicion and consequently did not assist in any way in moving our efforts forward.

3. In any event, the current disagreements of DD/I and DD/S&T need to be resolved, and sound working relations re-established. I have therefore set out the role of the Collection Guidance Staff in the attached <sup>Annex I</sup> statement of functions/ which functions are to be carried out with the present T/O, except as noted below.

4. A related item of major concern is the location of the so-called SPINT Staff. When [ ] transferred to DD/S&T there was full agreement between DD/I and DD/S&T that he should continue his responsibilities as the Agency SIGINT Officer. At that time [ ]

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agreed that the SPINT Staff could remain in CGS. It certainly was implied that this original arrangement was dependent upon its support to him in a satisfactory basis. Inasmuch as he does not believe that the present arrangement is working satisfactorily and has requested that portions of the SIGINT Staff be reassigned to his immediate office, attached as Annex II is a reallocation of the personnel formerly in the SPINT Staff. Attached as Annex III is a revision of the Headquarters Regulation to reflect the changes in the responsibilities of the Agency SIGINT Officer which reflects the handling of all requirements by CGS as distinct from tasking.

Lyman B. Kirkpatrick  
Executive Director

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**Mission and Functions  
of the  
Collection Guidance Staff**

**Mission.**

The Collection Guidance Staff will be the central registry of all requirements for the collection of intelligence information (as distinct from tasking or programming) and will assist analysts as requested in preparing and levying requirements on collection media and collectors in clarifying requirements from analysts. In carrying out this mission the Collection Guidance Staff will not interfere with direct analyst-collector contacts on technical matters.

**Functions.**

1. It will be the channel for the levying of all Agency requirements on collection media. It will act to eliminate undesirable duplication in requirements and to avoid competitive bidding by Agency production elements for collection resources.
2. It will maintain the central registry of all requirements. It will also serve as a repository for other tasking requests for program requirements placed by Agency components on collectors which might affect current collection priorities.
3. As requested it will provide staff support to analytical elements on requirement matters.
4. It will maintain an operations center to support the DCI with salient intelligence on situations of concern to the Agency and related U. S. operational deployment plans and intentions.
5. It will provide Agency representation at NMCC and State Operations Center, and will insure coordination with DD/P and other Agency components.
6. It will be represented on USIB and other interdepartmental committees where requirements are under consideration.

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13 March 1964

Table of Organization of Special Intelligence Staff  
at Time of Transfer of CIA SIGINT Officer to DD/S&T

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<u>Position No.</u>	<u>Job Title</u>	<u>Incumbent</u>	<u>Present Grade of Incumbent</u>
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